

Recruitment Guidelines for Ferus Bestia Oy

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Degree programme GLOBBA	
Report/thesis title Recruitment guidelines for Ferus Bestia Oy	Number of pages 44
<p>For a startup, recruitment and selection can feel like a daunting and confusing process for anyone involved. The same is true when Ferus Bestia, the case company, is growing at an exponential rate.</p> <p>Ferus Bestia is a startup company in its early stage of development. Getting new people is one of their biggest concerns at the moment. This report is a product-oriented thesis, in the form of guidelines, designed to help the Ferus Bestia management team “win” the recruitment game.</p> <p>Recruitment and selection is a well-studied topic with plenty of sources from both academic and business circles. As a result, the guidelines focus on distilling the secondary sources into practical information for the company.</p> <p>The information found in the guidelines is mainly based on the recruitment and selection theory found within academic books and gained from the practical observation of reputable sources. In addition, the guidelines include a discussion of and a recommendation on the use of employer branding and employment planning as a recruitment tool.</p> <p>The guidelines were designed with a strong use of visual elements in mind. This is done to help illustrate the process of recruitment and selection for the reader. By breaking the recruitment and selection process into three stages, corresponding to a time frame, the guidelines explore the available options Ferus Bestia could partake in their recruitment effort at any given stage.</p> <p>Within this framework, the guidelines are a tailor-made package filled with recommendations and practical tips for Ferus Bestia. The resulting product was presented to the case company and was well-received by its recipients.</p> <p>The conclusion of the thesis is a self-assessment made by the author, followed by some suggestions for further research and concluded with notes on personal learning.</p>	
Keywords Recruitment and selection, employment planning, employer branding, guideline, startup company.	

Table of contents

1	Introduction	1
1.1	Background information	1
1.2	Case company Introduction.....	2
1.3	Thesis Topic	2
1.4	Project objective.....	3
1.5	Key concepts	5
2	Recruitment and selection	6
2.1	Human resource overview	6
2.2	Importance of recruitment and selection.....	7
2.3	Recruitment and selection theories	8
2.3.1	Employment planning.....	8
2.3.2	Recruitment: Building a pool of candidates.....	9
2.3.3	Application forms.....	9
2.3.4	Selection methods and testing of applicants.....	10
2.3.5	Interview and others consideration when making the final decision	13
2.4	Employer brand as an recruitment tool.....	16
2.4.1	Building an attractive company.....	16
2.4.2	Personal branding	17
2.5	Conclusion	17
3	Guidelines design and methodology.....	18
3.1	Business process definition.....	18
3.2	Flowchart processes	18
3.3	Flowchart legend.....	19
3.4	Workflow diagram	20
4	Practical recommendation for Ferus Bestia	21
4.1	Pre-Recruitment Planning	21
4.1.1	Employer branding	21
4.1.2	Personnel/Employment Planning	26
4.1.3	Recruitment Timeline	31
5	Recruitment and Selection Guideline	33
5.1	Recruitment and selection processes.....	34
5.1.1	Building a pool of applicants.....	34
5.1.2	Preliminary screening and testing	36
5.1.3	Interview process	37
5.1.4	Selection and reference check	38
5.2	Post-recruitment and Conclusion	38
5.2.1	Documentation.....	38
5.2.2	Conclusion	39

6 Discussion.....	39
6.1 Company presentation and feedback.....	40
6.2 Guidelines evaluation and suggestion for improvement	40
6.3 Personal learning	41
References	42

1 Introduction

The aim of this chapter is to give the reader an overview of the thesis topic and its background information. The case company and project objective will also be introduced and described in this chapter. Finally the major key concepts will be listed at the end of the chapter.

1.1 Background information

In the recent years, tech startups are becoming very popular both in the business world and as a cultural phenomenon. From the world famous Silicon Valley in the USA to Hsinchu Park in Taiwan and everywhere in between, tech startup companies are being created in an unprecedented scale. In fact, for the past decade or so, startup stories and successes have been on every business-minded person's lips at one point or another. Stories like Facebook, how they rose from humble beginning to riches and successes seemingly overnight or closer examples in Finland like the one of Rovio and Supercell are inspiring thousands of young entrepreneurs to create their own startup.

Personally I'm also very interested in the startup culture myself, since many startups have a fun and laid-back working culture that appeal to my generation especially. So it should be no surprise when I got to know Tuukka, a classmate of mine, who was working to create his own startup, I was very excited to find out more. In typical Finnish tradition, we bonded over some fermented beverages while discussing about the finer point of dining "ravut" (crayfish). In between the talk about non-kosher foods I found out that my friend has been working hard on creating the next success story with his company. The company has already some solid financial backing and is already planning to gather further funding from abroad to make their product a reality. For future prospective, the company is looking to open international branches abroad in Germany, UK in addition to developing its existing branch in China.

Since I was looking for a human resource thesis topic at the time and Ferus Bestia just happen to be in a growth phase the topic of recruitment and selection was the most natural choice at hand. Furthermore, as one of the criteria for the GLOBBA degree is that the thesis topic should include an international aspect. My friend's company already seem to have strong aspiration for internationalization by opening branches outside of Finland. One of the first tasks when creating a branch abroad is recruitment and selection, which is the main focus of this thesis.

1.2 Case company Introduction

Ferus Bestia Oy is a new tech startup company founded in Helsinki. The company was created by Mikael Seppälä and Tuukka Korhonen in 2012 while studying at Haaga-Helia. They came up with the idea for an encryption software service to protect people's data from theft or unwanted access (Ferus Bestia 2014). The company is still in its early stage of development with its product nearing completion and will soon be launching for commercial usage. Right now the company is focusing on raising capital and finding investors. They have already line up a strong plan for future expansion with some very solid backing is already present (Korhonen, T. 3 October 2014.)

The company's office is located in Lauttasaari and is run by a small but dedicated team of young and talented people. The next key step for the company is to find and hired the right talent to help the company deliver on its promised (Korhonen, T. 3 October 2014.)

The main beneficiary of this thesis is to Ferus Bestia management team. By working closely with the company I hope to create a useful guidelines ensuring Ferus Bestia's optimal growth.

1.3 Thesis Topic

The primary objective of this thesis is to provide Ferus Bestia's management team with recruitment guidelines that act like a hand manual for the managerial team. Getting the right talent for the job can be challenging in today's economic climate. CEO of Workable a recruiting software company remarked that the talent crunch in today's market it can be even more demanding than fundraising (Long & Christopoulos & Kourmentza 2014, 5.) Poor recruitment and selection can lead to inferior work performance, internal conflicts, high turnover, low morale and job dissatisfaction. All of which can be very expensive for the company, it is estimated that the cost of leaving due to inappropriate recruitment can be around £5000 to £7000 per leaver in the UK for general entry level job (Pilbeam & Corbridge 2006, 142.) and can run up between 25000\$-50000\$ for technical or senior level job in US tech industry (Long and al. 2014, 22.) Being a start-up often mean that the company has limited resources at its disposal and making a mistake with recruitment at an early stage of development can greatly jeopardize the future of any startup. (Long & al. 2014, 5.)

On the other side of the spectrum, having the right people from the get-go can significantly increase the chance of success for a startup. While most of the benefits from having a good team can seem evident such as an increase in job performance, high job satisfaction and morale it's worth to also point out the indirect effect of a well-thought recruitment on the company's PR (Pilbeam & Corbridge 2006, 142.). Having a well-oiled machine of happy worker can make the company very attractive in the eyes of both potential investors and talented employees making it easier for the company to achieve its goal (Long & al. 2014, 5.)

The recruitment guidelines will be created by studying the main concepts of recruitment and selection and other related components. By having a grasp on this information I hope to distill everything into a simple but effective guidelines for the company's benefit.

1.4 Project objective

The project objective is to create recruitment guidelines for Ferus Bestia use in their recruitment and selection effort. It will be in form of flow charts describing each step of the recruitment and selection processes. The aims is for the management team to have a "cheat sheet" that they can quickly take a look at any time to orientate themselves when hiring and recruiting new employees.

Project objective: Recruitment guidelines for Ferus Bestia

Project task 1: Collecting and building theoretical framework for recruitment and selection

The first task for this project is to collect relevant theory and model that will be use as the basis for building the recruitment guideline. This thesis will try to focus as much as possible on the practical side of recruitment process for the company.

Project task 2: Create flow charts for the processes completed with tailored description and instruction.

The scope of this task is to create a comprehensive series of flow chart describing each steps of the recruitment and selection process. The main aim here is to make the flowchart in such a way that is easy and intuitive to understand. A quick glance at the flowchart should provide managers with the necessary idea of how to proceed. In addition, the guidelines are tailored for the company needs.

Project task 3: Introducing the guidelines to the company

With the guidelines created, the next step is to present it to the company. In this task I will present the company with my work, explaining its usage and gather further development feedback from the company.

Project task 4: Evaluation of the guideline

The final task of the thesis is author's self-evaluation of the guidelines itself and how effective it was.

Table 1. Overlay matrix

Project task	Theoretical framework	Methods	Results
Collecting and building theoretical framework for the guideline	Recruitment and Selection	Desktop study	Theoretical framework
Creating the guideline	Flowchart and design	Process Development	Guidelines created
Introducing the guidelines		Company presentation and Feedback	The guidelines implementation
Evaluation of the guideline		Self-Evaluation	Thesis process self-evaluation

Demarcation

This thesis focuses only on the recruitment and selection process of the company. Therefore only the relevant theory which supports the recruitment plan will be presented. Other disciplines of HR won't be discussed. Also the implementation of the recruitment guidelines will be omitted. The purpose of the guidelines is to act as a supplement info manual for manager rather than a full scale recruitment plan.

Since the case company is a Finnish startup company located in Helsinki the thesis will be demarcated around these boundaries. This means that I will try to use Finnish sources and relevant local data concerning laws and statistics whenever possible.

Benefits

This thesis main beneficiary is Ferus Bestia's management team. The finding and results should provide Ferus Bestia with a good action plan for their recruitment and selection effort. Succeeding with the plan implementation will help Ferus Bestia get the best talents and cultivate a successful working culture within the company.

This process can also benefit the newly employed as they feel more motivated to work in the company, where they see that there has been real effort into selecting and creating a synergistic team. Ideally, this thesis should help all tech-startup with their initial recruitment and selection effort as many of them follow the same basic route.

For many startup companies the recruitment and selection process is often the most visible HR process with obvious economic and legal implication. I do plan to start my own company eventually and working on this thesis is a great way to internalize all of my learning.

As a final point, this thesis will represent all of my learning and development efforts during all this years of studies. By writing a thesis, it would require all of mine best skills and knowledge to be put into test. Through writing, researching and compiling all the data it will help me greatly in improving my academic abilities. The thesis will also be added to my portfolio as a proof of my capabilities in the field.

1.5 Key concepts

This subchapter include several principal concepts that will be presented throughout the thesis. The reader is advised to acquaintance themselves with these before moving on:

Recruitment is “a process which aims to attract appropriately qualified candidates for a particular position from which it is possible and practical to select and appoint a competent person or persons” (Pilbeam & Corbridge 2006, 143).

Selection is “a process which involves the application of appropriate techniques and methods with the aim of selecting, appointing and inducting a competent person or persons.” (Pilbeam & Corbridge 2006, 143).

Personnel's planning (also known as employment planning) is “the process of deciding what positions the firm will have to fill and how to fill them. It embraces all the future positions, from maintenance clerk to CEO. However, most firms call the process of deciding how to fill executive jobs succession planning” (Dessler, G. 2011, 178).

Startup Company is “a company, a partnership or temporary organization designed to search for a repeatable and scalable business model. These companies, generally newly created, are in a phase of development and research for markets” (Wikipedia 2014).

Employer branding is “the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. The process facilitates the company's ability in attracting, recruiting and retaining ideal employees – referred to as Top Talent in recruitment – and helps secure the achievement of the company's business plan.” (Universum 2014)

2 Recruitment and selection

In this chapter we will discuss the main concepts and theory that will serve as the framework for the recruitment guideline. This chapter fulfil the project task 1 of collecting data for the creation of recruitment guidelines later on. This chapter covers the main aspects of recruitment and selection; it is by no mean a comprehensive and in-depth analysis of all means and processes of recruitment and selection process. What this chapter focus on is to give the reader a general overview and understanding of HR as a discipline and recruitment and selection as a branch within that discipline.

2.1 Human resource overview

Human resource management or HRM in short, is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. (Collings & Wood 2009, 19). Typically, HR practitioners are involved in any tasks related to people such as:

- Recruitment and selection
- Training and development
- Performance Appraisal
- Safety at work
- Workplace culture
- Wellbeing

- Employee's motivation
- Compensation and Benefits

The HR department mission is to ensure that all employees perform their duties in alignment with the company's goals. This means HR is responsible for bringing out the full potential of the employees by, for instance, placing the right person at the right job positions. Successful application of HR policies enables the company to increase its productivity, employee's loyalty and ultimately profitability (Huntington, M).

2.2 Importance of recruitment and selection

HRM as a whole covers a wide variety of topics all of which are important for company's success. This thesis' main topic of interest is with the recruitment and selection aspect of Ferus Bestia. For a start-up company recruitment and selection would be one of the first and arguably most vital aspects of their HR activities. In this chapter we will discuss some common concerns all managers should be aware of when engaging in recruitment activities.

Performance: The capabilities and profitability of a firm greatly depend on its workforce. Having the right skills set and motivated employees will ensure the quality of product or service of the company. Employees who don't have the skills or motivation required can negatively affect the company performance. That's why it is crucial to screen out the undesirable before hiring, not after.

Cost: Recruiting new people can be very costly, especially for highly specialized jobs. Together with fees from training and efforts spent on supervising the newly hired, the cost can quickly add up to 5000\$ for a typical clerk position. For executive or managerial positions this cost can be 10 times as much once headhunting fees, reference checking, travel and other expenses are taken into account.

Legal Obligations: Mismanagement or faults in the hiring process can lead to serious legal trouble such as EEO, negligent hiring and defamation.

- **Equal employment opportunity:** this law concerns with protecting employees against workplace discrimination. Applicants can demand compensation if they suspect that they have been discriminated based on their race, creed, nationality, relationship status, sexual preference or any other arbitrary criteria.

- **Negligent hiring:** is when hiring employees with past criminal records or criminal tendencies who then use the job to facilitate or seek opportunities to commit further crimes.
- **Defamation:** giving reference, especially bad one can potentially drag you into a legal minefield. Applicants can sue companies on the ground of defamatory communication (negative remark) or invasion of privacy by divulging private information that can negatively affect someone reputation.

(Dessler 2011,236)

2.3 Recruitment and selection theories

Recruitment and selection process is basically a series of matching tasks between the job opening and a suitable applicant. Therefore, the process of recruitment and selection is about attracting and placing the right candidates for a specific job within an organization. There are many ways a company can approach this process, below I'll present the one I find most relevant. One author, Dessler (2011,178) views the recruitment and selection as a 5-steps process which is presented below.

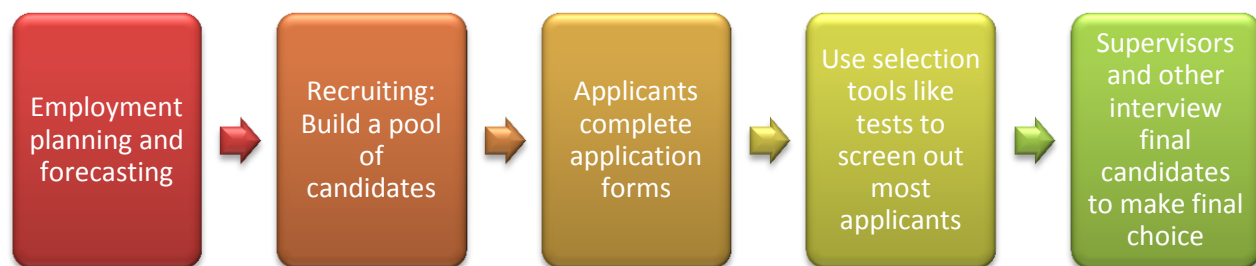


Figure 1. Steps in recruitment and selection process (Dessler, G. 2011, 178)

2.3.1 Employment planning

Personnel planning should begin with reviewing the current position and function within the company because it is not always necessary to hire new people, sometimes shifting duties from one position to another can get the job done. After reviewing the current posi-

tion and identifying a need for a new positions then the company should think of how to fill them. Employment planning should adhere to the principles from the company's strategic plans. This requires a degree of forecasting on the company's growth and estimation of three things: personnel needs, the supply of inside candidates and outside candidates (Dessler, G. 2011, 178).

For the purpose of this thesis, we will solely focus on recruitment and selection as a separate function to be examined.

2.3.2 Recruitment: Building a pool of candidates

The quality of your new recruit can be greatly influenced by the quantity of your applicants. By building a large pool of candidates from many sources the company can ensure the likelihood of having talented people in the team. The source of said candidates can be found from internal sources or external sources. (Dessler 2011, 185).

Internal sources: in other words, current employees or "hiring from within" is often one of the best sources of candidates. The advantage here lies in the knowledge of the candidate's strength and weaknesses, it also has the added advantage of building on existing commitment and skills set of current employees. An example of internal recruiting can be job posting in intranet, rehiring, and promotion.

External sources: Companies can't always find the skills and availabilities from their current employees. In such case, the company need to look at the job market to fulfil the missing competence. By tapping into the labour market the company can find a wide range of expertise that can't be found internally. The most common options here are: recruiting through newspapers, job centres, job agencies, social media, job boards, job fair (it can be virtual or physical), college recruiting, internships and finally outsourcing or offshoring can be also considered.

2.3.3 Application forms

Now with a pool of applicants gathered the next step is the pre-screening process through the use of application forms. Application form is a fast way of gathering data from a large pool of candidates. It is often one of the first tools recruiter uses to review the basic information from applicants such as:

- Education and qualification in their respective field.
- Previous experience or portfolio from their past job.

- Information about applicant's stability based on past record.
- A rough prediction on their job performance.

There are several practical guidelines a manager should be aware of when using application forms. Below are a few to-do points that managers should take notes when administering application:

Employment history: Do request detailed information on each past employer, data such as past supervisor name and contact is crucial for reference checking.

Legal issues: Applicant should be made aware of the legal issues involved when filling an applicant forms. Legal issues such as validity of the information in the application forms is important and any falsified statements can be ground for dismissal, medical examinations or drug checks might be needed depend on the job requirement.

Compliance with law: Companies need to make sure that their application forms is in compliance with the labour laws in their respective countries (e.g. Equal employment opportunities laws). It is illegal for companies to discriminate or disqualify applicants on the ground of marital status, physical handicaps, creeds and affiliation with religious or political entities. Consequently candidates are not required and cannot be force to give any data that may reveal their information on any of the above categories (Dessler, G. 2011, 205).

Reference check: Companies should include on the application form a statement for applicants to sign explicitly authorizing a background check for employment record, driving record compensation background if needed.

2.3.4 Selection methods and testing of applicants

After gathering a pool of applicants the next step for the company is to find a method to select the most suitable person for the job. In this chapter we will explore some of the popular methods used for screening out applicants. The most common method of selection in the past for most position was simply an interview followed by reference checks. However in today skill-driven labour market the old methods prove to be insufficient and inadequate to cope with the demand. Especially with the increasing complexity and technical knowledge required by many of the jobs in modern labour markets companies need to come up with new and innovative way to test their applicant.

The science of testing

Before we discuss the tests onto themselves it is important to be critical of the reliability and validity of any given test or selection methods. For a test to be of any use it need to be both reliable in its consistency and producing valid output for the job you are testing.

Reliability: for a test to be reliable it needs to produce consistent results from the same candidates regardless of external factors such as time, interviewer, testing environment. If a person take the same test two times within a short timeframe (e.g. a day apart from each other) but with wildly different outcomes then one should be cautious when interpreting the test's results. There might be fault in the test's design (e.g. bad questions or unnecessary complicated task) or the condition in which the test is administrated (e.g. noisy room). For a reliable test to take place the supervisor needs to eliminate all possible elements of distraction or complication that aren't related to the job requirement. (Pilbeam & Corbridge 2006, 175.)

Validity: or test validity specifically, answers the questions "Does this test measure what it's supposed to measure?" In another words, validity is about correctness of the results in relation to the participant's performance on the job in the task tested. (Dessler, G. 2011, 218-222.) If the result of the test doesn't reflect on the job performance then it is considered an invalid test. Validating a test can be a challenging effort in of itself which will be covered more in-depth in chapter 4.

Ethical and privacy concern

Just like with the application forms, when choosing tests the supervisor should be aware of the ethical and rights of the test-takers into consideration. Here are some basic guidelines for what right a test-taker should have when subject to educational or psychological testing:

- The right to the confidentiality of test results.
- The right to informed consent regarding use of these results.
- The right to expect that only people qualified to interpret the scores will have access to them, or that sufficient information will accompany the scores to ensure their appropriate interpretation
- The right to expect the test is fair to all (e.g. no cheating allowed).

(Dessler, G. 2011, 224)

Type of tests

There are many different type of tests available out there promising to predict all kind of things. According to what they measure, we can roughly classified most of them into main 4 categories below.

Tests of cognitive abilities: tests that include general reasoning abilities, specific mental abilities like memory and inductive reasoning fall into this category. Examples from this category are IQ test, inductive and deductive reasoning, verbal comprehension, memory and numerical abilities. This type of test is popular for jobs that require high degree of mechanical spatial ability such as engineers, designers and academic people.

Tests of motor and physical abilities: motor abilities here refer to things such as manual dexterity, fingers dexterity, and reaction time. While physical abilities include test that measure strength, endurance or stamina of the participants. This is useful for jobs that required a certain physical condition.

Test of personality: while the above tests measure its participant's abilities to perform in the job related to those tests, however they won't do much when it comes to predicting other factors like motivation, interpersonal skills and other soft-skills related area. This is where those personality tests really shine; some of the most popular ones are The "Big Five" and Myers-Briggs personality test.

Achievement tests: also known as the test you took at school for marketing, economics or human resource. These types of tests measure your knowledge in any given area of expertise or "job knowledge".

Work samples and simulations

While the tests above try to measure the candidate's skills and competences through indirect means of tests scores, work samples and simulations in contrast are a direct method to test the candidate's ability to perform on the job. The basic idea of work sampling is that you select a sample of specific tasks that are core of a job's routines, and then you proceed to test the applicants on them. This if done correctly can be one of the most effective and objective method of assessing candidates as it involves hand-on work related tasks. Nowadays there are many assessment centers available for employers to test their candi-

dates in different professional fields. While the cost can seem daunting for many companies, surveys have shown that managers who used assessment centers thought that it was well worth it. (Dessler, G. 2011, 233.)

2.3.5 Interview and others consideration when making the final decision

While it is often tempting for managers to select new employees based solely on their test results from the one above, however doing so can be very misleading. It is important to note that testing alone cannot reveal all about a person's personality traits, motivations and on job behaviour. Testing should be seen as a supplement and not core selection tool (Dessler, G. 2011, 223). Interview and reference check has always been on top of the proven methods for companies to select their candidates. In this last part we will discuss briefly about the procedures when working with interview, reference checking, substance abuse screening and more.

Reference checking

One of the easiest and also cheap ways to avoid hiring mistake is through the use of reference checking. There are two main reasons as for why a company should conduct a backgrounds check. The first is to verify the applicant's basic information, qualification, previous job; the second reason is to uncover any information about the applicant's technical skills, motivation, behaviour, personality traits that other testing methods might have missed or in need of confirmation. The most common and reliable method of reference checking has always been through telephone reference. This can be done by simply calling the previous employer of the applicants and ask for information like date of employment, eligibility for rehire and job qualifications. Another popular method today is through internet search with google or social network.

Drug tests

This is somewhat of a tricky area both in term of legality and practicality. Drug tests can be important if the job in question is sensitive and can carry risk to the community and the company. However, the legal issue involved and the ease of cheating on some of the test can deter a lot of companies from conducting it. The general consensus is that the company should only bother with drug tests if the job is sensitive in nature.

The interview

An interview is a social encounter between an applicant and a representative of an employer. This is often time where the first social interaction between employees and em-

ployer often begin. Here is where both parties can get a concrete idea of the personality and the working culture of the company. Interviews are more than just a selection device; it is capable of communicating information of the job and organization to the candidate. The structure of an interview can vary a lot depending on the type selected, but typically it follows the same basic pattern presented below.

1. Initial contact and explanation of the interview programme.
2. The interviewer asks questions and the interviewee responds with answers, and other information.
3. The interviewee asks questions and the interviewer responds, and supplies additional information.
4. Closing the interview and agreement on what happens next.

(Pilbeam & Corbridge 2006, 179)

Interviewer guideline

When choosing candidates, the interviewer should be aware of the “confirmatory information seeking bias” which is the tendency for the interviewer to actively seek for information that confirms their initial bias toward the candidates whether negative or positive. The list below will present some of the most common bias that is often present in the interview process:

- The halo/horn effect: focusing on a single positive or negative characteristic or information from the candidate.
- The projection effect: treating candidate favorably or unfavorably based on their similarities with the interviewer.
- The regency effect: biased base on previous experience with other candidates.

As the interviewer hold the position of power in this social context it is often tempting for them to abuse this power position by using their bias and not giving the candidates a fair assessment. This should be avoided at all cost; the interviewer should always remember that their role is not to judge but to select the most suitable candidate for the job. Below are some tips and skills that are useful for interviewers:

- Be aware of the bias that may distort your perception.
- Practice listening, observing, evaluating, thinking, speaking (sequentially and simultaneously).

- Be able to investigate and gather relevant information through the use of appropriate questioning.
- Be confident and able to control the interview structure.
- Be positive and use body language and facial expression that support it.
- Be attentive when listening and train the ability to recall accurate information.
- Be sensible and composed.
- Know how to use the right strategies, formality and informality, information gathering, real-life or hypothetical issues and so on.

(Pilbeam & Corbridge 2006, 180)

Interview types

Interview can be as complex or simple as the company wants them to be. In this part, we will talk about the main 3 types of interview that one can encounter.

The one-on-one interview: is arguably the most common method of interview. The basic idea is that one candidate would meet with one representative from the company for an interview session. It usually takes place in a quiet room, most likely an office to facilitate communication. This method is considered to be also one of the friendliest and less stressful methods out there. The downside here is that the decision is only subjected to one's interviewer opinion and there might be biases in them.

Panel interview: is a group of interviewer working with a candidate. This can be more time-efficient than one on one as there are more opinion and expertise that can be simultaneously expressed here. However it is prone to the effect of "group thinking" and even perhaps squabbling for consensus. Another thing to consider is that in panel interview the candidates are often more likely to be stress out because of the oppressive atmosphere coming from this type of situation.

Group interview: a group interview on the other hand is when a number of applicants are being interviewed simultaneously by one or more interviewer. This method is considered to be more eliminative than selective. This type of interview is most useful for identifying social strength of a candidate like sociability, self-confidence, leadership, team working and competitiveness.

2.4 Employer brand as an recruitment tool

Employer brand as a concept is a rather new idea within the HR studies borrowing many ideas from the school of marketing. With labour market shortages of high-skilled and technical jobs organizational image has become a big concern for companies which operate in IT related field. The requirements for sub-skills like the knowledge of multiple programming languages or tools are essential and often time demanding for employees. (Pilbeam & Corbridge 2006, 193.)

Make no mistake; tech startup is a highly competitive and often time brutal industry in term of talent market. For companies that operate in the high-tech industry the focus on employer branding has never been higher. The quality people that company wants are often likely to be juggling between several job offers at once. Coupled with the ease of travel in modern world and the high-speed interconnected in today's world, employer are now competing for the crème de la crème at any given moment with tech-juggernaut like Google, Facebook and Microsoft from all over the world.

2.4.1 Building an attractive company

It might sound like a daunting task to compete with such established companies. However it is definitely possible, especially since we live in the “age of transparency” where it has never been easier for employees and employer alike to know about each other before hand. Social media and the internet as a whole have forever change the relationship between job seekers and employer. Everything a company do or more importantly don't do on their digital platform will broadcast some message to their prospective employees. If done right, the company will be conveyed across as an exciting place to work where talents come together and make dreams comes true. (Long & al. 2014, 9.)

Marketing 101

The first rule of thumbs when engaging with your potential employees is that you are not simply offering a job, but a mission. Smart people wants more than just a simple pay check, they want to work with other smart people while creating something meaningful. The product or service a company work on will convey a message to the world about the kind of company that one is building. If the company is working on the kind of interesting thing that can solve real problem then that by itself can will attract talented an ambitious people. The key here is to make your presence, reputation and contribution be felt in the communities that revolve around your product. A great way to do so is through the use of blogging, social media and public conversation to broadcast your presence.

The second rule of thumbs is that good people know good people. People with strong network are an invaluable asset to your company. Not only they can bring their own expertise within the company, it is very likely that they will know someone, or know someone who knows someone that can fix your problem. A sign for people with strong network is the presence of a personal brand. Meaning that people who put an effort on their social media of choice like Twitter, LinkedIn or write personal blog post are typically good sign for a hire.

2.4.2 Personal branding

For most startup company, Ferus Bestia included, the early hires are often people who are friends or acquaintances with the founder. They are willing to join team with the founder because they share common values, dreams, goals and sometime even the sense of humour. The same is true when a company go from 5 to 50 employees. The personal brand of the founders is going to be a big factor when hiring new people. Having a solid vision and being reputable in your field can increase your chance of hiring good people. Simple steps one can do are to have an attractive personal blog that can say to the world that you are working with awesome project together with amazing people.

Despite everything these days seemingly only revolve around the digital world. Let's not forget that at the end of the day, you are still hiring real people. Potential employees often congregate at events, sponsorship and offline communities. A smart founder should know to be an active participant in the ecosystem revolving in their field. Having strong networking skills and willingness to grab a few beers with people can open new doors unlike few others. (Long and al. 2014, 11.)

2.5 Conclusion

Hiring the right people is important and hiring the wrong people can be very costly. Thus companies should try their best to use all tools at their disposal to ensure the right selection occurs. We have cover plenty of well-tried method of recruitment and selection, however one need to keep in mind that no single method is fool-proof and often the best results is achieve through a combination of different method.

Employer branding use in conjunction with traditional selection method can be a very powerful tool to attract talent. Plus it can also be very affordable when compared with other options like head hunting or traditional recruitment channel. By building an attractive employer brand company can reach out to potential employees that are otherwise inac-

cessible. All of the methods and option presented here are meant to be used in conjunction with the recruitment guidelines in chapter 4.

3 Guidelines design and methodology

In this chapter we will discuss the methodology used in the making of the recruitment guideline. The guidelines will serve as a series of recommendation for the company. It will be accompanied with flow charts whenever appropriate. The flow charts are created through the use of Microsoft Visio program in order to help the reader to better visualize the concepts at hand. This chapter in conjunction with the next chapter will fulfil the objective task 2 of creating the guideline.

3.1 Business process definition

A business process is a collection of linked tasks and activities which ultimately serve a specific goal or business function. The process must involve clearly defined inputs and a single output. These inputs are comprised of all the factors which contribute to the added value of a service or product. These factors can be then categorized into management processes, operational processes and supporting processes (Appian 2014)

Well-designed business processes can increase the efficiency and lower cost for companies that adopt them. Business processes are often visualized through the use of flowchart describing processes as a series of tasks and sub-tasks.

3.2 Flowchart processes

The best aspect of using flowchart is that they are very easy to visualize and comprehend. Flowchart typically contains many kinds of symbols describing actions, events and actors involved. The legend and design of the flow chart will be briefly described in this chapter.

As stated in the definition, each process starts from a single clear point and ends with completion of the whole processes. The process can be either linear or revolve around itself forming a continuum. To better illustrate this point, one can consult the example of a simple flowchart describing the thesis process below.

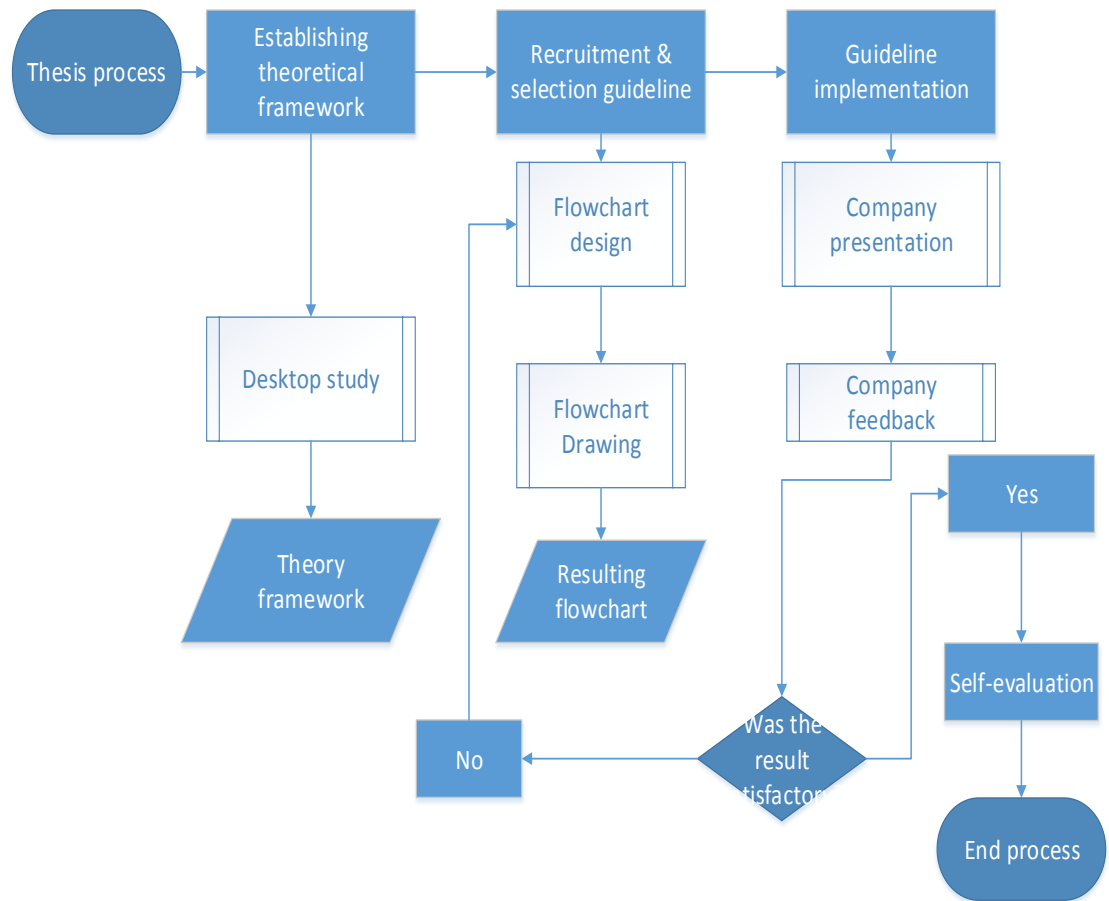
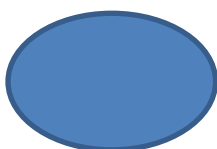


Figure 2: Thesis process

The above flow chart describes the thesis process in term of objective tasks and end results. By following the start from the top left the reader can trace each event/task, together with its sub-components till the end of process which is found bottom right.

3.3 Flowchart legend

Flowchart often incorporates a variety of symbols and roles. While some might be self-evident, other shape are sometime less so. In this subchapter we will cover the meaning behind some of the common symbols and shapes that flowchart produced by Visio have.



Starting/Ending Point

Used to indicate the beginning or ending of a process



Process

Used to indicate a process or activities that lead to the final goal. It may or may not contain sub-processes



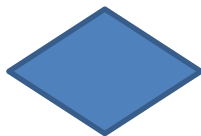
Sub-processes

Used to indicate an activity that take place within a process.



Input/output Data

Use to indicate information or data that a process produce or need.



Decision

Used to indicate a decision that need to be made. This usually split into other process unit.

3.4 Workflow diagram

In addition to using flowcharts to illustrate the finer points of recruitment, workflow diagram will also be used to add depth to existing tasks and processes. These diagrams are excellent for illustrating complex tasks within a process thanks to its simplicity and intuitiveness. An example of a workflow diagram detailing the application process can be seen below.

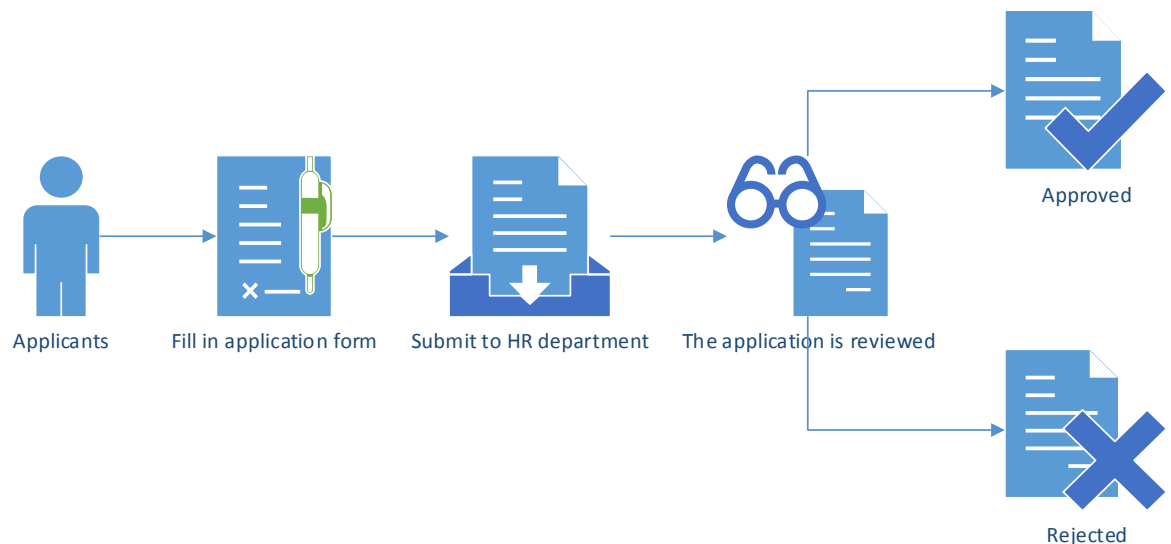


Figure 3: Application process

4 Practical recommendation for Ferus Bestia

This chapter consist of practical recommendation for Ferus Bestia compiled by me while researching on the subject of recruitment and selection. The focus of this chapter is mainly on the pre-recruitment phase, answering many of the company's concerns in its early phase of growth.

The source and inspiration of this chapter follow closely to the theory established in chapter 2 in addition to the eBook "Getting from employee 5 to 50: The hiring guide every startup should read". In addition, I have gathered sources from Startup blogs and other researches to widen the range of references. In this chapter, I will provide many internet hyperlinks to real-life examples to support my argument.

4.1 Pre-Recruitment Planning

The reality of recruitment and selection process for many companies is that it tends to be a reactive process, often culminated due to a shortage of labour or lack of a particular set of skills. Instead of taking a reactive approach, recruitment and selection should always be an ongoing and active process within the company. Because of the multi-disciplinary nature of many tech-startups one can never know what kinds of competencies are required from its employees at a later date. (Long & al. 2014, 14)

For this reason the most successful company tend to be the one who have a wide range of networks and a strong employer brand to help them create a big recruiting pool with diverse skills and technical know-how. In addition to that, companies with well documented employment planning are more likely to be able to identify shortage of competencies within their system more efficiently than their documents-free counterpart. This chapter will cover direct recommendation and examples I gathered on how to best prepare for the recruitment and selection process.

4.1.1 Employer branding

Throughout my research, it was easy to see that most of the successful companies are the one that create a strong sense of identity and purpose in their employees. Companies who succeed not only in creating a distinct identity but also are able to broadcast it well will have a much favourable position in the labour market. Luckily, we live in an age where information is freely available to anyone with a dial-up connection. Internet and social media are one of the greatest tools available for companies to promote their image and obvi-

ously company should take advantage of this whenever they can. This chapter will provide practical tips and example on how Ferus Bestia can go on tackling employer branding.

Employer branding in Ferus Bestia

Let's take a quick look at Ferus Bestia's existing efforts on employer branding to understand where the company stand at the moment. While working with the company, it was quite obvious to me that Ferus Bestia knows about EB and has already invested quite a bit in building the foundation for a strong EB presence. I think that the website (<http://www.ferusbestia.com/about.html>) Ferus Bestia has at the time of this writing is very well done, the about us tab is already giving the reader a clear image of the company's identity and purpose. This can serve as a strong foundation for any future development. The only real problem at the moment is the lack of contents across their social media platform.

I gathered some of the most common recommendation from my research, coupled with gratuitous honesty, on the next steps Ferus Bestia can take when they feel that they wish to step their EB effort to the next level.

Recruitment film: A simple and great way to put a real human touch behind all the high-minded corporate mumbo-jumbo is to present your company working culture and image through the use of cinematography. This method is also what all the "cool kids" in the startup-stratosphere are using to promote their image. Following the old adage "If you got it, flaunt it!" it is a good idea for startup companies to make a fun, quirky introductory film about their own company culture and especially the people who are working there. Not only it will leave a much stronger lasting impression on the viewers but it also gives the company a stronger identity of themselves. If Kim Kardashian and countless of other celebrity raise to fame is of any indication, you can't go wrong putting your video on the internet in our culture. Good examples of companies that have done it right, minus the scandals, are Google (<https://www.youtube.com/watch?v=aOZhOhEunY>) and Zendesk (<https://www.youtube.com/watch?v=l0uaSU6lVN4&feature=kp>).

Founder's blog: Most startup companies these days have a blog, Twitter or Facebook entry here and there, but few actually have their founders actively involved in the writing process. As mentioned in chapter 2, a startup company's image is strongly tied to its founders, especially in the early stages. The founder's visions, beliefs and values will be strongly reflected in the company's culture and its people willingly or not. For this reason, the startups that distinguish themselves from the pack tend to be the ones that have a charismatic and outspoken founder. Thus, if a company truly wants to achieve a respect-

able position within the eyes of potential recruit and stakeholders, there is nothing quite like the founder getting their hand dirty with writing up personal blog posts or even video blog to show the world what they are all about. Not only is this an inexpensive way for Ferus Bestia to create an audience, but it is also a very personal, engaging way of sharing the company's ideas and values to the world. Excellent examples of inspirational startup founders who have great personal blogs are Kate Kendall (<http://katekendall.com/>) and Joel Gascoigne (<http://joel.is/>).

Employee stories: a well-tried and tested strategy that many big companies employ to improve their desirability. By interviewing either current or past employees about their experiences, companies can post these stories on their webpage or social media to put a human face behind all the job titles. There are countless examples for this but I particularly like the one from Rovio Entertainment (<http://www.rovio.com/en/careers/Employee-stories>).

Building an attractive culture

There is no question that a company image is deeply embedded within its culture and life style. But what kinds of cultural attributes do job seekers really want? This is the principal questions that I'll try to answer and give recommendation in this part.

Culture as defined by Merriam-Webster dictionary is "The set of shared attitudes, values, goals and practices that characterizes an institution or organization". Most modern day tech-startup companies' cultures are portrayed by the media as casual, laid-back hoodie-loving hipster. As a result it is tempting for founder to fill their workplace with truckload worth of fermented beverages, fun entertainment and all kinds of distraction to boost employees' morale. While there is nothing particularly wrong with making a workplace also a fun place to be, one needs to also think about the consequences of such decisions. After all a workplace is still a place to get actual work done, consequently inundating employees with all kinds of distraction is not necessarily encouraging maximum productivity.

According to a survey conducted by Software Advice, an HR recruitment firm, the most preferred quality in a company's culture was not casual, nor fun or friendly but surprisingly being honest and transparent at workplace.

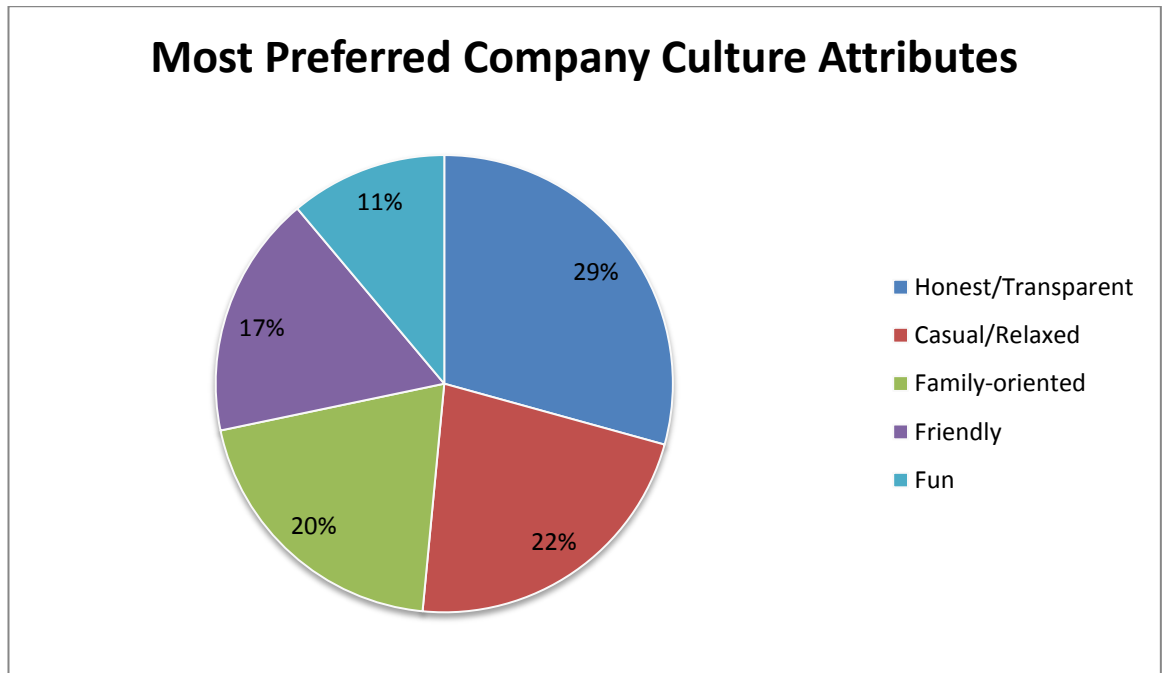


Figure 5: Most preferred company culture attributes (Osterhaus, E. 2014)

This research was conducted among 886 U.S adults to learn about their work-values preferences. The majority of respondents preferred working in an honest culture (29%), followed closely by casual/relaxed atmosphere (22%).

In working context, this mean when it comes to attracting good candidates, companies should focus on building an image of a trustworthy, transparent organization instead of focusing on fun things. Nothing put the survey results into perspective quite like this brief excerpt from RecruitLoop about how companies should stop obsessing over beer and other distraction:

“Other than the fact that obsessing about beer might signify a larger problem, this research confirms something that we’re seeing with our clients – beer doesn’t do much to attract good candidates. Neither do ping pong tables, foosball tournaments, lack of shoes, company dogs, free food, or any other of the (sometimes insane) company perks that we all read about in tech publications.

It’s not that these aren’t attractive; 11% of job seekers prefer fun cultures. Instead, it’s that the obsession with creating a fun, funky culture means quite a bit less than an obsession with being honest and transparent with candidates.”

(Steele, J. 2014)

At its heart, honesty and transparency is really just about respecting your colleague and willingness to admit your past mistakes. Consequently, great cultures are the one build upon the foundation of high trusts and respects toward others. Companies should strive to create a culture that their employees can be proud to identify themselves with.

A brilliant example of a company with a vibrant, unique culture with a highly productive team is Valve. A bit of background information, Valve is one of the most influential American gaming company that really know how to create an inspiring and productive atmosphere in their workplace. With a flat-organization structure, casual attitudes and constantly evolving culture, Valve manage to crank out hits after hits video game titles and is one of the top industry leader. To see Valve's operation in action, readers can watch this <https://www.youtube.com/watch?v=yGg0OmtslUI> excellent video detailing Valve's culture; recruitment policies and employees work life.

Networking

Startup companies that manage to differentiate themselves from the pack tend to be the one with a charismatic and outspoken CEO. The reason for this is because these CEO typically tend to have more network, contact than their reclusive counterpart. For startup companies, recruitment and selection effort often tend to be a one-person job, usually it is the CEO themselves that does the hiring. Hence, CEOs that know how to be a "social butterfly" at appropriate time also get a massive advantage with their candidate's pool.

If the company has been following my previous advice then by now they should have 2 important things. An audience and a branding image, these are tools that a prospective CEO can use to his/her advantage when reaching out. The audience in question here, is basically the stakeholder of the company, anyone with an interest in what the company is doing can be a potential recruit. The branding is there to entice people, and not just any people, the people who you want to entice are influential people in the same industry. With their help, the company's reputation can greatly benefits from having these people working with them.

I gathered two recommendations for this aspect: referral farming session and attending important conferences. Referral farming session mean gathering your team together and go through their entire network, connection one by one to uncover potential hire. This can be either their contacts through social media (Facebook, LinkedIn...) or real life acquaint-

ances. If you find someone interesting then contact them on the spot. As for conferences, every industry has some sort of annual conference that gather all the most influential people of that field in one spot. Company should know about their local and also international big conferences and be sure to be there to expand their network and reach.

4.1.2 Personnel/Employment Planning

If we think of employer branding as sort of background work for recruitment then personnel planning is where the company really start to make plan for the whole thing on how to proceed. We will cover the process of planning for recruitment, building an employee profile and finally how to write a job description.

Identify vacancy and evaluate need

The first step a company should consider is to whether or not if a new hire is actually necessary. The company should conduct a core competencies assessment to reveal any gaps of skills/competencies within the company, the University of California provide a good tool for quick analysis with their UC Core Competencies Model (<http://hr.ucr.edu/education/comp/corecomp.html>).

Once the core skills and competencies that the company need in the moment or in the future have been identified then the company should move on to conduct a job analysis to see whether or not a new position need to be created or can the task be shifted from one position to another position.

Employee Profile

Once the company has identified the vacancy that needs to be filled then they should start working on building an employee profile. There are a myriad type of personality and people out there and identifying which one the company need can be difficult without some concrete thinking. In creating an employee profile, it will help the company hiring people with consistent characteristic in respect to the company's culture, values and belief. In addition, this will make your job of writing the job description much easier later on. Essentially the purpose of employee profile is to give the company a clearer picture on their ideal employee.

Below is some recommendation on the general criteria a startup company should be aware when selecting their next hire:

Look for veteran star player: Many startups shy away from hiring senior level employees due to their cost and age. This could initially seem like a luxury for a startup because they don't have the resource to pay or retain highly qualified senior level employees. However if the company has been playing their cards right with employer branding and compensation benefits, they might just get the attention of a few of these highly talented individual. While it might seem like an expensive investment, these are the people who are well worth their "weight in gold". Their presence in the workplace will signal the company's ambition to stakeholders and set the limits of the company capabilities. (Long and al. 2014, 24.)

Look for the long-haul: This is especially true for the first 20 hires or so. The founder should hire these individual with special cares in mind. Especially in regards to how likely are these people to stay with the company in the long run. These first people will set precedents for future recruits and will shape the company culture in its infancy. Look for people who are willing to commit in the long run. Candidates who like to badmouth their previous employers or colleague tend to be the one who don't like to stay for the long-haul. (Long and al. 2014, 24.)

Look for growth potential: If things work out for a startup (especially with funding) then their growth tend to be fast and exponential. For this reason the current skills and roles of any existing employees or potential recruit will quickly become obsolete. Thus, company should really try to look for individual with high potential for learning and growth to ensure they can keep up with the company's growth. A good indicator for good growth potential is by delving into the past achievement of the individuals. Check their previous jobs, schools, hobbies, grades or anything that indicate they are high achievers. Another way to identify these individual is to include some sort of pre-interview assignment in the hiring process. The one who go the extra mile in doing the assignment will be a good indication of their potential. (Long and al. 2014, 25.)

Look for cultural fit: this is certainly one of the areas that is harder to pin point and rely quite a bit on intuition. But typically this means that the company should look for people who match their values and identity. The company needs to make sure that the employee personality and organization culture is in harmony. Generally, look for people who are not

afraid to express honestly what they like and dislike. The people with the background and history that support your missions, values and visions will to be the one who really care. Try to avoid people with bad attitude; any hints of bitterness, complainer and cynicism should be taken seriously. They might not be bad people per se, but bad attitude tend to be contagious, it only take one bad apple to spoil the bunch. (Long & al. 2014, 25.)

Look for things you can't train: financial management, marketing and even coding are things you can train people in. However, if the person in question lacks manners, ethics or basic numeracy then is probably too late to train them. Knowledge and technical know-how are things that can and should be actively shared within a small company; it is also relatively easy to transfer those skills to new employees. But solid work ethic and job enthusiasm on the other hand are things you can't really train for. According to a Leadership-IQ study, only 11% of new recruit in the first 18 months of work failed because of technical deficiency. The majority failed because they didn't have motivation, an unwillingness to learn, problems with temperament or emotional intelligence. (Long & al. 2014, 25.)

An example of a company who really knows what they are doing with recruitment is once again, Valve. One does not need to look far to see that the people at Valve are very conscious about their recruitment effort. The company's performance has also shown that their methods do work really, really well. The reader can read Valve's employees handbook (http://www.valvesoftware.com/company/Valve_Handbook_LowRes.pdf) to get a concrete idea of how to build an employee profile. This handbook not only shows that Valve is doing a terrific job with their induction program (sadly induction is outside of this thesis scope) but also that Valve has a very clear image of their employee profile, how they should behave and how ideal employees should look like. In case it is not obvious by now, the author is clearly very enamored with Valve ways of doing things and really wishes that he could be working there.

Job description

This is one of the principal tool companies can use to get attention of job-seekers in the market. It is often time the first and sometime even the only thing that job-seeker will read about a startup company. As results it should be written with great care and thoughtfulness to give a great first impression. This means that the content of the job, requirements, and company's mission should be written in a way that is very clear to any reader. However that doesn't mean that it has to be plain and boring, on the contrary, job description

could and should potentially sweep candidates of their feet. High quality people are often the one with many options available to them, making your job application stand out is as important for you as it is for a job seeker to make their CV stand out.

The general rule of thumb here is that applicants and employer alike tend to scan when they read something. Therefore, they will look for keywords and tonal indicators to identify if this is their dream job. In addition, most job boards work like search engines and will use keywords to filter results for job seekers. Be sure to make a list of important keywords that relate to the job and industry and include them in the description. Tonal indicator is also an important part of the job description, this is where you can really broadcast to job-seeker what kind of culture does your company have, the job description should be written in such way that reflects the cultures and values of the people who work in the company.

As for the specific details job description can be roughly broken down into three parts: company information, job contents and job requirements.

About the company: Most job descriptions start here and rightfully so, if you don't give the reader an idea what kind of company they are applying for then how can they know what to expect. This is a prime space for companies to use their charms to entice job-seekers. Give them a taste of how exciting it can be to work with the company. It is important to establish a personal connection with the readers in this part, by using stories or pictures it can be a great way to let the reader picture what it is like to work with you. If the company has a marketing department then this is a great place to ask for advice.

About the job: this is the bread and butter of the job ad, from my research with books and academic sources they recommend a meticulous breakdown of all functions, tasks and responsibilities within a job and list them in the advertisement. On the other hand, from startup blogs and working CEOs we have a more hands-on approach of writing only the essential tasks and focusing more on the job role that needs to be filled. I tend to agree that the latter is more suitable for startups, considering that most startups are small and the people who work within it will have to juggle between all kinds of tasks while being responsible for a lot of things that sometimes are totally unrelated. As a result, it is a bit pointless trying to define a job title by over-analyzing its functions. Startups should focus more on defining the role a person needs to play within the company, instead of tasks.

About the requirement: so you got the job description and company overview done, great! But here comes the tricky part. From my past experience with job-searching as well as seeing plenty of horrid examples online, I can say that this is one of the area that many company just outright don't have any idea what they are doing. Lots of job advertisement out there seems to set the bar so high for its candidates that they might as well be searching for flying unicorns. Other seems like they will hire you as long as you have humanoid resemblance.

From a personal stand point, as someone who has worked directly with recruitment in my internship period, I cannot stress enough about the importance of doing the requirement list right. Getting it wrong can set you and everyone involved in the recruitment process on a path of wild goose chase at every stage of screening and selection process.

The reason for why many company tend to be overly creative with their requirement list is most likely due to the fact that most company don't really try to make the distinction between what they preferably **want** and what the really **need**. Consequently, the list of requirement being created is a Frankenstein abomination consisting of unattainable qualities with arbitrary number of years as experiences. The distinction between what is absolutely required and what is nice to have is a fine but crucial one, companies need to make clear to themselves and for the job seekers; otherwise they stand to lose out on a lot of fully competent applicants.

The **employee profile** should give the company an idea of what they need to look for when separating between what is a must-haves and what is a nice-to-haves. Be very thoughtful with the must-have as this is the bare-minimum for the applicants to be even considered, if there is room for concession then is probably not a must-have. Everything else falls under the categories of nice-to-have qualities. The general rule of thumb is to look for qualities that real people you personally know have, if you can't think of any person you know who can fulfill these qualities then probably they don't exist. (Moraitakis, N. 2014.)

Writing styles: as much as the content of the job ads covered above is important, the writing styles and its presentation need to also be given its share of attention. Here is some quick guidelines on the styles one should use when writing the job ads. The first part is the general guidelines for job ads writing and followed by the styles one should use for job requirement tailored for startup:

General styles:

- Sell your company and the future in it in an engaging fashion
- Get rid of the boring corporate tone
- Keep it chatty and friendly
- Use words that evoke feelings
- Make them aspire and then act on that desire
- Use you or we; drop the passive voice
- Prioritize clarity above all

(Long & al. 2014, 19.)

Job Requirement:

- Keep it real, use concrete and precise language
- Go easy on the euphemisms when describing real qualification and criteria
- Use objective criteria or their proxies instead of vague requirement
(e.g: *“has managed teams with more than 10 direct reports for at least two years”* instead of *“ability to manage large teams”*)
- Use question to put applicants directly in the requirement and ask if they are fine with it (e.g: *“are you eligible to work in X country?”* or *“are you available to start on X date and relocate if needed?”*)

(Moraitakis, N. 2014.)

By putting real effort in making sure the job ads is top-notch without ambiguity, the company will save a lot of time and effort for themselves when screening candidates and for job seekers to know whether or not they should apply at all. I had written up an example for job/event description for Ferus Bestia when they were trying to organize a hackathon to hired new people. The example can be found in the thesis's attachment.

4.1.3 Recruitment Timeline

Recruitment is a long and complicated process that requires careful planning and implementation. Just like any big project, it should be broken down into smaller tasks with man-

ageable deadlines. There are many ways one can create a timeline but the most important aspect of a recruitment timeline that should always be included is:

- The date by which all position must be filled
- The date by which you intend to advertise the position
- The date for application deadline
- The date for interviews and tests
- The date for background, reference checks

(Simmons, L. 2014)

The timeline purpose is to help managers schedule their recruitment process. It also gives a rough estimate of how long the whole process could take, in order for the company to appropriately allocate its resource. An example of a recruitment timeline created with Visio can be seen below.

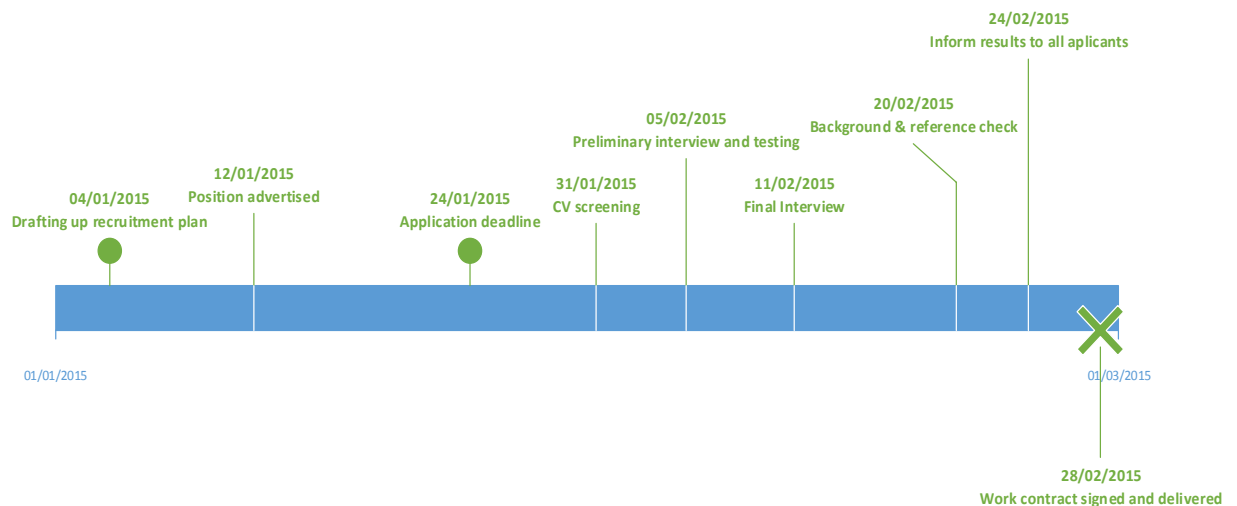


Figure 6: Recruitment timeline

Conclusion

With all the prep work behind the company should be ready to move on to the actual process of recruitment and selection itself. Hopefully with a strong foundation provided through all the previous work.

5 Recruitment and Selection Guideline

This chapter is the main recruitment guidelines tailored to Ferus Bestia. The recruitment and selection guidelines can be roughly divided into 3 stages: pre-recruitment, recruitment and post-recruitment. I have covered the first stage, pre-recruitment in the previous chapter and it should be used in conjunction with recruitment and selection process to enhance the overall value of the process.



Figure 4: Guidelines overview

5.1 Recruitment and selection processes

This chapter will be based on theory foundation in chapter 2 and the processes will serve as the guidelines for the company to consult. The format of this chapter will be slightly different than the previous one, with the focus on workflow diagram to illustrate the process followed by some notes.

5.1.1 Building a pool of applicants

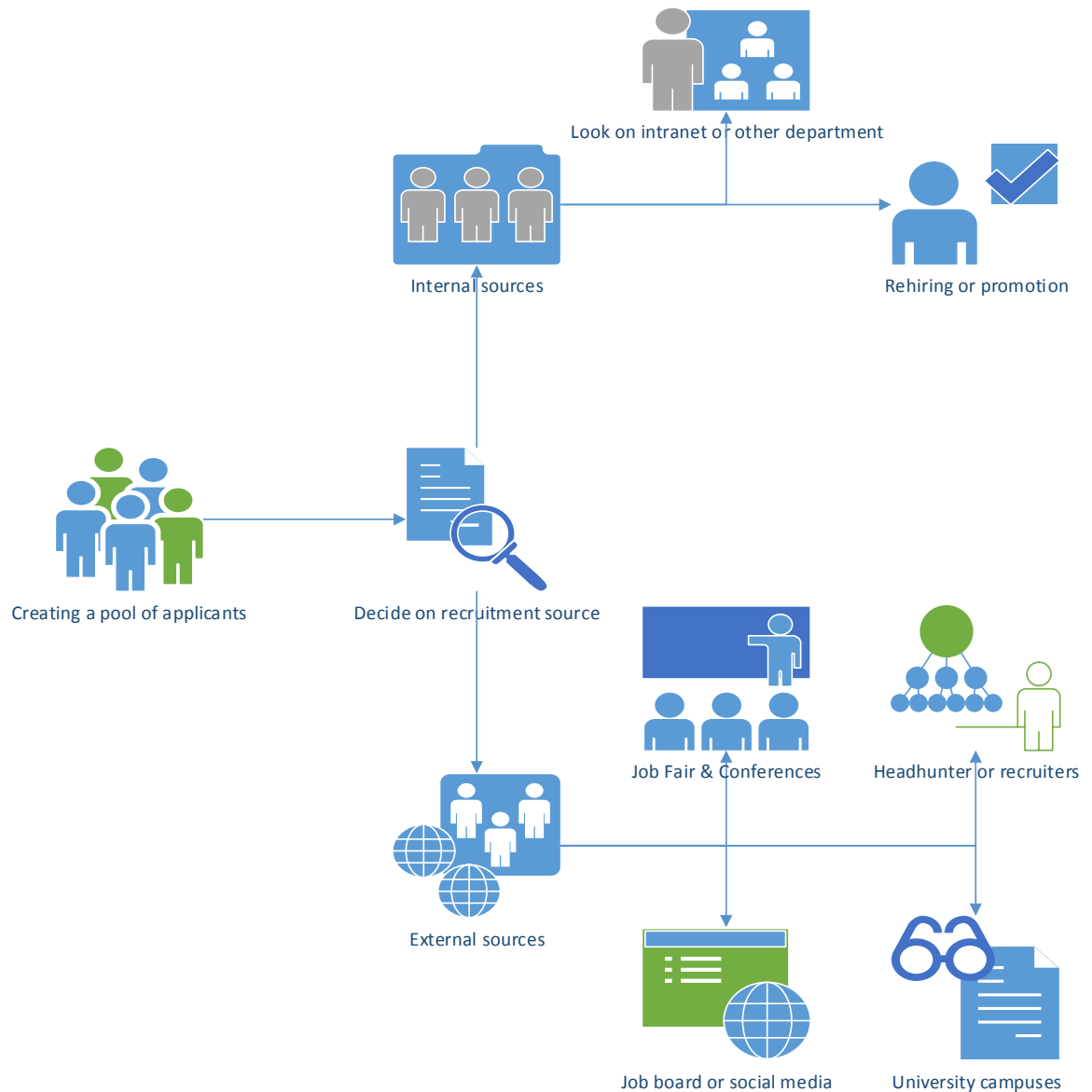


Figure 7: Creating pool of applicants

The success of this process is mainly determined by the quality of work done by the previous preparation phase. The company should actively use employer brand to attract followers and garner attention from the community working in the industry. It is a good idea to combine multiple sources to create a large pool of applicants.

In case the company wish to outsource the process due to time constrain or lack of confidence, the company can use headhunting company to act as a shortcut. Try to look for headhunting firms that caters specifically for small company with a good track record.

Application process

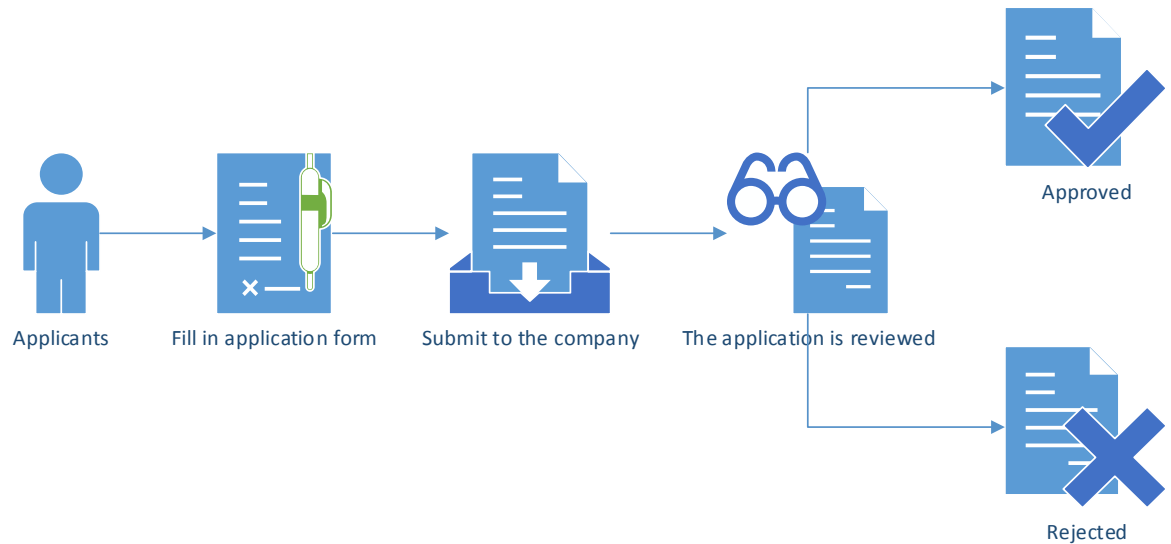


Figure 8: Application workflow

After gathering a pool from the chosen source, company should provide candidates with an application forms, either online or offline for them to fill and send to HR department for revision. The application should contain the candidate's basic information, CV, skills, experiences. If the applicant does not meet the minimum requirement then their applications should still be saved and stored for future references. In case of approval then the applicants proceed to next steps.

5.1.2 Preliminary screening and testing

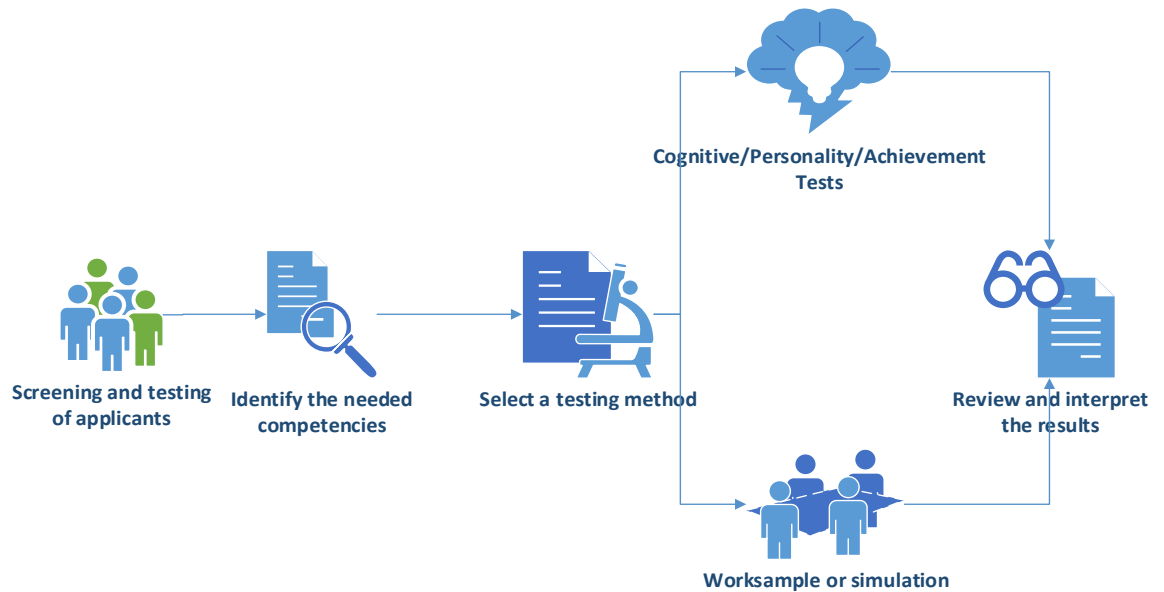


Figure 9: Screen and testing process

After gathering a group of pre-filtered CV and application the next step is to screen out all the candidates with a method of choice. To identify the needed competencies, refer back to the job requirement in the previous chapter. When selecting the right methods, keep in mind that one should use tests as a supporting tool and not as the main mean to selection. Choose test that compliments your company needs, gather information that are otherwise not possible to get from interviews, use achievement test to get a rough estimate of candidate's expert skills. Work sampling and simulation are a great way to test the applicant's abilities in real-life situation.

The source eBook once again provide a great collection of assessment tool a company can use to select their applicants. From online coding test to cultural fit test, most of these services provide a great way start. Below the reader can find an excerpt from it:

"Codility (<https://codility.com/>) is a niche, engineers-only, database. These guys are loaded with millions of engineers -- active and passive. Considering the gap between demand and supply then this app is an trove of prospects and a pretty straightforward tool to use if tech job boards aren't cutting it. You can browse and filter data, collaborate with your team and do social recruiting too.

Smarterer (<http://smarterer.com/>) have revolutionised skills assessment. Just give them 10 questions, 2 minutes and voila! you get a quantified skill. It's basically a skills testing app but different. All of its test content is crowd sourced from the individuals who take the tests.

SHL (<http://ceb.shl.com/uk>) has ability and personality tests if you need to test for critical qualities. They only offer science-based assessments and benchmark data.

Weirdly (<http://weirdlyhub.com/>) has your cultural fit riddle all figured out. It's a 4-step culture assessing recruitment tool. Define your desired cultural profile, publish vacancy, watch candidates complete the quiz and select the right kind of weird."

(Long & al. 2014, 43.)

5.1.3 Interview process

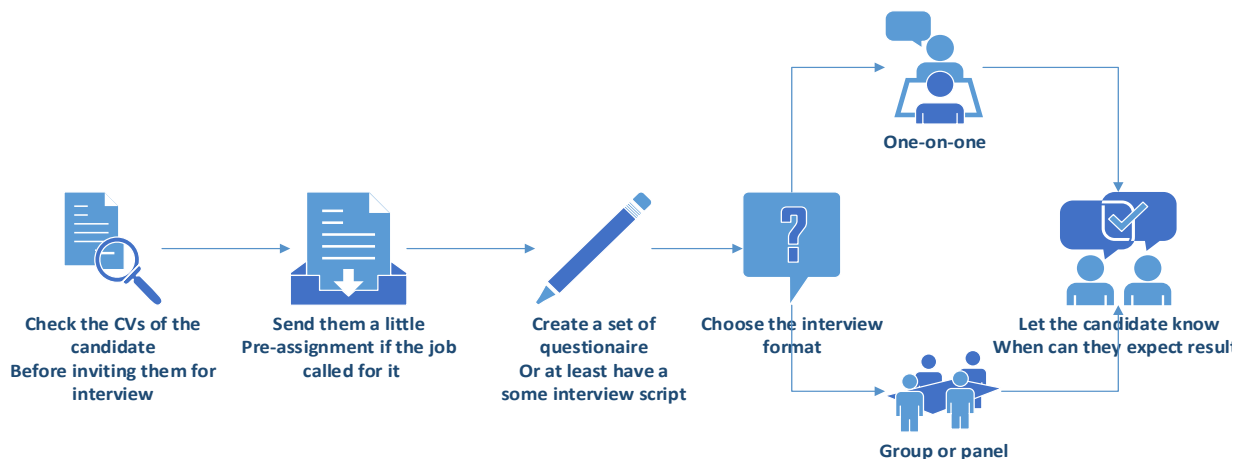


Figure 10: The interview process

After a long process of screening and testing, the company should end up with a dozen of candidates. Proceed to organize an interview for them to really get to know the person and make the final choice. Checking the final candidates CV thoroughly can give you a lot of insight about what questions to ask, what to look for and the person brief history, make a note about them it will come in handy later. If the job called for it then send the candidates a little pre-assignment to get them warm up, then create a set of questionnaire battery to help guide the interviewer (if you are not doing it yourself) through the process.

Within the interview framework, company should be mindful of who conduct the interview, make sure they follow ethical and legal procedures. After the interview is over, be sure to let the candidate know when is the soonest the can expect a reply from the company.

5.1.4 Selection and reference check

Finally after all those rigorous processes, the company should be able to compile a fairly substantial amount of data on the final candidates. Compile them into a portfolio for ease of storage and access. Go through all results once again to see everything in order, you should collect at least 5 references and make sure some of the references aren't the one the candidates put forward, to ensure impartiality.

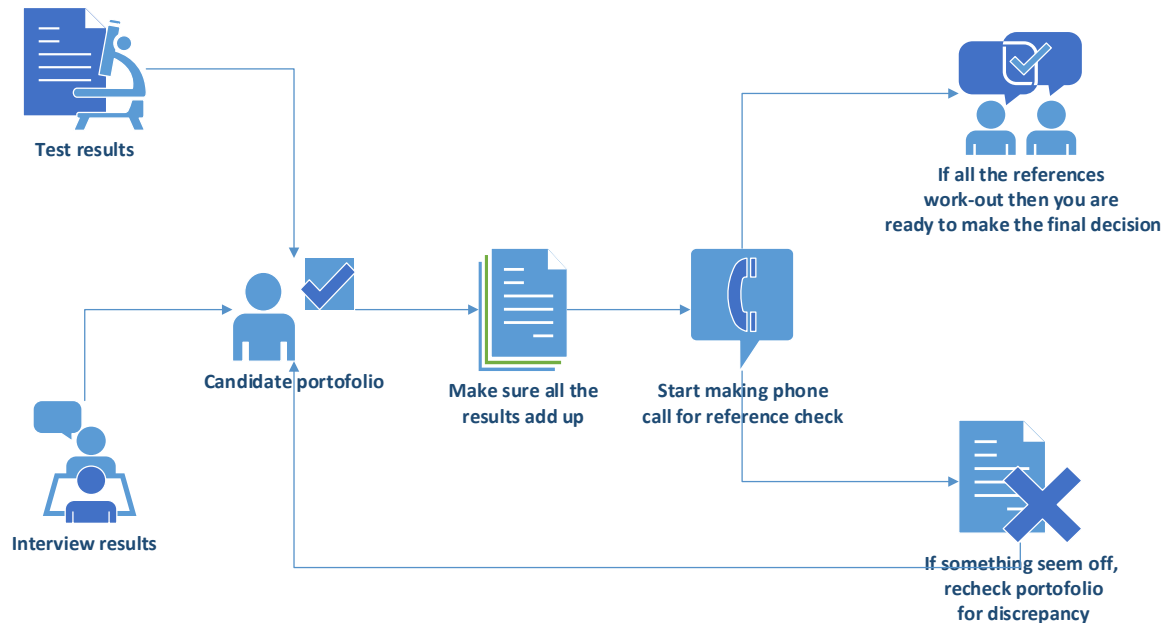


Figure 11: The selection process

With all information collected and reference checked the company is ready to make the final decision. It can be done by the CEO or with a panel of expert, if the company has been rigorously working on all facet of the whole process so far then at this point the decision should be fairly obvious. With that in mind, be sure to cover all ground of argument before finalizing the recruitment process and draft up a work contract.

5.2 Post-recruitment and Conclusion

It has been a long journey, at this stage the recruitment and selection process is almost at an end. This chapter will talk about the remaining tasks to be completed and give a conclusion to the whole process.

5.2.1 Documentation

If the company has been doing a good job with all the hiring processes then their test results, interview notes and reference check should amount to quite a bit of data. A lot of

company gloss over this last part but it is an important one to cover nonetheless. Documenting the whole hiring process can be of great benefits for future HR generation. In addition, well-documented results will let all the participants feel that the process has been fair and just. If one is to build a culture of transparency within a company then this is very important point that should not be taken lightly.

Sending replies to applicants

Remember it is just as important to let the candidates that didn't make it know as does congratulating the one who did. After all if a startup is in serious business of building an employer brand and a good ethical image then everyone who participated deserve to get an answer. Let the applicants who didn't make it to the final round know why and encourage them to keep the company in mind for the future. You never know when those who didn't make it today could still be an excellent hire tomorrow. This is the part where the company can prove their CSR values and improve their PR image.

5.2.2 Conclusion

In conclusion, while recruitment and selection can initially seem like a daunting prospect, by dividing the whole process into smaller segment to be tackled one at a time is a great way to facilitate the operation. With this mind-set, the reader should use this guidelines as a three stages process and tackle each issue in a chronological order outline in this guide.

The guidelines provide many examples and practical tips on how to proceed at each stage. It is mean to be in conjunction with the theoretical framework established at earlier chapter. As a last note, I believe that too many companies don't have a real process when it comes to recruitment and as results a lot of ethical and legal issue arise due to the lack of it. Therefore it is important to stress that the ethical and legal aspects need to be done in careful consideration when working with potential employees.

6 Discussion

This is the final chapter of the thesis, here I will discuss the feedback that I gotten from the company and make my own self-evaluation of the thesis process. Both of these topics will fulfil task objective 3 and 4 respectively. Then I will conclude the thesis with some suggestion on future development and personal learning.

6.1 Company presentation and feedback

I have presented my thesis on the 20.11 to Ferus Bestia and they were quite happy with the results. Here is the feedback I got from the company spoke person:

“The thesis was nicely structured can easily find relevant information quickly. The graphical display of the process helps and clarifies the issues at hand. Also as a big plus I saw the value of having relevant links to websites and videos. The student got in to the world where Ferus Bestia at the moment is and grasped the value world that is in the tech startup scene. Luong helped out in our recruitment process hands on and that ended up in hiring a new employee into the company. As a result of the thesis and his expertise on the matter I would recruit him.”

-Tuukka Korhonen

6.2 Guidelines evaluation and suggestion for improvement

Following the steps provided in these guidelines should make the recruitment process more efficient and effective for the company. It should be note that the guidelines are designed to be used as a handbook for general guidance, I have tried to pack the guidelines with all the details that I have researched or can think of. It is good to note that within the context of real-life process it can be hard to foresee all the possible development.

Nevertheless this startup recruitment guideline has been tailored to Ferus Bestia specific need at the moment and should serve as a strong foundation for any future recruitment efforts at Ferus Bestia.

Content evaluation

The guidelines contain quite a substantial collection of sources ranging from academic literature to real-life example. Thanks to the wide frame of reference I was able to provide many practical tips in great details.

The good use of visual aids greatly helps me in shaping a clear picture of the whole process and it was also highly appreciated in the company's feedback. The real-life examples found within the guidelines were from diverse sources and its application is entirely within the company's reach.

Possible improvement

For the most part, the main points of recruitment and selection should be covered. Still there are many places where I feel this thesis can still use improvement and I will briefly discuss it here. One of my main concerns in the beginning was about finding information on local work labour statistic, data such as turnover rate, cost per leaver and other HR relevant metric. Unfortunately I couldn't find more labour statistics on tech-startup scene in Finland, partially because these data are not widely publicize, so this would be a place that could definitely have room for improvement.

Another point for consideration is the effectiveness of this guideline. As a young student, I have very limited exposure and experience within the practical field of HR. While I do believe that my recommendation on the topic is sounds, I cannot say with certainty that all of my advices are entirely effective or valid. It would take some years of operation and implementation for anyone to actually assess its effectiveness. So a further study could be conducted there and based on that develop the guidelines further.

6.3 Personal learning

This is the first time that I really have to work on such a big project all by myself since the start of my studies at Haaga-Helia. I'm often used to work in a team so when I had to start working on this thesis by myself it was rather difficult to readjust myself to the rhythm of my own work. I certainly had a lot of problem with concentration in the beginning and some part of the thesis was really agonizing just to get through.

But as I slowly build the framework for the guidelines things started to become clearer and I find it more natural to work and concentrate without procrastinating. After halfway I got really invested with my own thesis and I wanted to make sure all the details were in the right places and just generally making sure it is as polished as it can be. Overall, I'm very happy with the learning I got from working on this thesis. The topic was really interesting to me; working with the company was also quite fun seeing that the founder was an ex-classmate of mine.

As a person who works directly with recruiting in my internship I know how hard it can be to get it right. By researching and creating this guidelines I have internalize all the knowledge that I have slowly accumulate across my years of studies. I realize how much important is hiring for a company in general and even more so for a startup. Often time the

founder of a startup will have to act as a one-man HR department to solve the entire recruitment process. As results, recruitment process can be a confusing and very strenuous endeavour for many CEO.

I'm also very excited by the idea of applying this thesis to my own startup company, when I have the resource to pursue it. Consequently, as much as this thesis was for Ferus Bestia it was really also for me.

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